



**DEPARTMENT OF
BUSINESS DEVELOPMENT**

DEPARTMENTAL Business Plan and Outlook

**Fiscal Years:
2003-04
&
2004-05**

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Goals:

Allocate County Government resources in support of activities that increase and diversify jobs and incomes while eliminating socio-economic disparities in underserved areas.

Enable county departments and their service partners to deliver quality customer service.

Expand entrepreneurial development opportunities within Miami-Dade County.

Create a more business-friendly environment in Miami-Dade County.

Attract, develop and retain an effective, diverse and dedicated team of employees.

Capitalize on technology to improve service, increase efficiency and provide greater information access and exchange.

EXECUTIVE SUMMARY

The Department of Business Development provides assistance, coordination and enforcement to promote the economic growth of small and minority business enterprises located in and doing business with Miami-Dade County while ensuring compliance with established guidelines and procedures.

Department Purpose/Mission Statement

Purpose

Our commitment is to provide professional assistance and technical responsiveness to small and minority business enterprises as well as County departments in accordance with established policies and guidelines.

Mission Statement

The Department of Business Development (DBD), through innovative technology and fair business practices, is committed to providing excellent customer service and encourage empowerment and competitiveness of small and minority business enterprises in conjunction with County departments that utilize our services.

DEPARTMENT DESCRIPTION

Director's Office

The Director's Office provides staff with policy direction and guidance for the day-to-day implementation of sixteen (16) Ordinances and their corresponding administrative orders as mandated by the Miami-Dade County Board of County Commissioners. It provides staff support for the Minority & Women Advisory Board, the Community Small Business Enterprise Advisory Board and the Living Wage Advisory Board. It also monitors County funding for the Chamber of Commerce initiatives and administers the Selection Committee Process.

Administrative & Fiscal Management Division

This division is responsible for planning, directing and coordinating departmental budgetary policies, functions and operations as it relates to personnel, office technologies, fiscal management and other staff and administrative support services; monitors Ordinance 98-106 governing the Cone of Silence, tracks and monitors County change orders, as well as the implementation and oversight of the funding allocations/disbursements for the Management, Technical, Bonding and Financial Assistance Initiatives created as a result of the County's Community Small Business Enterprise Program (CSBE) Ordinance 97-52.

- Development, preparation, implementation and maintenance of the departmental budget; exercising fiscal control over expenditures and revenues, accounts payable/receivables processing and invoicing
- Processes the procurement of goods and services for the department, contract payments from various consultants, Community Based Organizations and Community Development Corporations
- Prepares quarterly expenditure and revenue reports
- Processes, tracks and reviews payments, deposits and transfers
- Provides oversight of Chamber of Commerce/Community Based Organizations agreements and disbursements
- Administers the departmental Petty Cash, Compliance and Conference Trust custodial functions
- Monitors and tracks County contracts for service reimbursements that support the departmental budget
- Processes all personnel matters including assessment of staffing needs, recruitment, orientations, evaluations, disciplinary actions, reclassifications and terminations
- Processes departmental purchases orders, requisitions and contract modifications
- Develops and implements departmental training policies and procedures workshops related to personnel development and growth
- Plans and coordinates special events and activities for the United Way, blood drives and other employee-related, County-initiated programs

- Purchases, develops, implements and coordinates data and telecommunication systems
- Develops and updates DBD's Web Portal which includes information on services, programs, reports and consumer-oriented material
- Develops and implements applications and maintain software licensing for ORACLE Database System
- Maintains, installs and upgrades personal computers, faxes, printers for speed, accessibility, security and capacity efficiencies
- Provides maintenance and ongoing enhancements of ORACLE Database System
- Determines and maintains telecommunication and data equipment
- Provides programming services to all divisions and to other County departments as requested
- Implements and administers budgets for the Mentor/Protégé, Surety Bonding, Financial, Technical and Management Assistance Programs
- Tracks and monitors the disbursement of program dollars
- Develops the departmental Hurricane Plan
- Supervises a safety program for the department
- Coordinates department inventory control and reporting
- Researches, compiles, and disseminates monthly, quarterly, annual and ad hoc reports
- Provides staff support to the Vender Information Center (VIC)
- Tracks and monitors all County change orders (Resolution 754-97)
- Monitors Cone of Silence Ordinance

Professional Support Services

This Division provides professional, technical and support services to user departments and customers in the areas of Affirmative Action Plan (AAP) compliance, Technical Services and Pre-Qualification Certification, construction management, administrative review and enforcement of ordinances for which the department has responsibility for administering.

- Provides construction management assistance in contract measures analysis and "Construction Manager at Risk" projects
- Investigates complaints of violations of Ordinance 97-67, anti-discrimination in contracting, procurement, bonding and financial services
- Conducts comprehensive compliance investigations and administrative hearings
- Assists in the drafting or review of proposed ordinances and amendments
- Administers Debarment Ordinance 00-18
- Administers Pre-Qualification Certification Administrative Order 3-39
- Administers the Professional Services/Technical Certification process

Business & Professional Development Division

This division performs pre-award compliance reviews and analyses, and places goals and measures on county contracts to ensure participation of small and minority firms. The division administers the County's Review Committee which is responsible for forwarding recommendations of contract measures to the County Manager and the Board of County Commissioners. Through its implementation of the Community Workforce Program (CWP), the division ensures the participation of residents of Designated Target Areas (DTA) on construction projects located within those DTAs.

- Analyzes procurement contracts for commodities and services for the application of measures and the review of bids for pre-award compliance
- Analyzes architectural/engineering contracts, and professional services agreements/contracts for the application of measures and the review of proposals for pre-award compliance
- Performs analyses of construction projects for the application of measures and the review of bids for pre-award compliance as mandated by Ordinance 97-52 governing the Community Small Business Enterprise Program (CSBE)
- Reviews and analyzes construction projects for applicability of a workforce goal and the review of workforce plans for compliance with the Community Workforce Program (CWP)
- Staff support to the County's Review Committee
- Staff support to the Minority and Women Owned Advisory Board

Contract Review & Compliance (CRC)

This Division is responsible for enforcing the regulations established under the following ordinances: 90-143, the Responsible Wage and Benefits Ordinance; 97-52 the Community Small Business Enterprise Program; 99-44 the Living Wage Ordinance; A.O. 3-37 - the Community Workforce Program; and Ordinances 94-94, 94-95, 94-96 for the Minority and Women Business Enterprise Programs still applicable under the County's procurement process.

CRC monitors contracts which contain measures or to which wage rates are assigned. CRC is charged with reviewing and investigating reports of non-compliance and to make appropriate recommendations to the County Manager through the Director's office as to the penalties to be invoked. CRC mediates disputes between CSBEs and the prime contractors and investigates complaints concerning prompt payment. In order to determine a contractor's compliance status, CRC conducts a multi-tiered review including both field work and desk audits. Field work includes attendance at pre-bid and pre-work meetings, site observations, employee interviews and office audits. Desk work includes auditing of payrolls, company invoices, cancelled checks, pay requisitions, and payment of invoices. Depending on the complexity of the evidence and the type of violation, sworn testimony may be required as part of the audit review.

During the course of an investigation CRC personnel must often conduct compliance meetings with contractors in order to discuss the nature of their possible violations. It is an objective of the division to work with contractors to achieve compliance. Mediation meetings are an integral part of this process. However, should firms fail to achieve compliance; violations are issued and may be appealed. Upon an appeal, the CRC Division works with the Professional Support Development Division throughout the appeal process.

- Establishes enforcement policies and procedures
- Enforces Responsible Wages and Benefits and Living Wage Ordinances
- Enforces compliance of Minority and Women Business Enterprise measures
- Enforces Community Small Business Enterprise Ordinance
- Provides assistance with construction bid awards, change orders, bid disputes, construction disputes resolutions and prompt payment complaints on contracts with measures
- Monitors Community Workforce Program
- Conducts Comprehensive Compliance Reviews that include recommended sanctions and penalties

Business Assistance Division

This division certifies firms that are interested in bidding on County business contracts and provides general information about DBD's small and minority certification process, County contracting, or referrals, if they are seeking information about starting a business. The division provides management and technical assistance to the Community Small Business Enterprise (CSBE) contractors. Additional services that are provided to the construction contractors include the Mentor-Protégé Program; bonding and financial assistance, and construction management training sessions. The division plans community activities as part of the department's outreach efforts to recruit small businesses and encourage them to bid on county contracts.

- Provides monthly forums, workshops and annual CSBE conference
- Recruit firms through community outreach efforts by making presentations to Community Based Organizations; exhibiting at conferences and utilizing print media and radio advertisement to increase DBD's certification pool
- Provide management and technical assistance and certification updates to all Advisory Boards
- Coordinate construction management training sessions for CSBE firms
- Certify small businesses interested in bidding on County contracts

MAJOR ACCOMPLISHMENT AND MILESTONES

Professional Support Services Division

Coordinate, monitor and maintain data integrity of the automated application that keeps track of Affirmative Action Plans as required of firms and as mandated by Ordinance 98-30, Ordinance 82-37, and Resolution 1049-93. 03/04

Consolidate and monitor the FoxPro and Oracle databases for Technical Services Certification. 03/04

Conduct three (3) community workshops on the County's AAP requirements. 03/04

Conduct three (3) community workshops or outreach meetings on the County's Anti-Discrimination Ordinance (97-67) in contracting, procurement, bonding, and financial services industries. 04/05

Develop and implement the AAP monitoring/review component to ensure compliance with A.O. 98-30, A.O. 82-37, and Resolution 1049-93. 04/05.

Business & Professional Development Division

Develop a bidder's workshop for procurement and A/E bidders/proposers. 03/04

Implement an automated system for preparing and storing BCC agenda items. 03/04

Administration & Fiscal Management Division

Develop and implement more comprehensive, uniformed training procedures manual for operational staff. 03/04.

Implement the Expedited Payment Process application which will track payments to firms at the beginning of an awarded project. CSBE firms with awarded contracts will be able to use these funds for mobilization. 03/04

Develop and implement application that keeps track of Affirmative Action Plans required of firms as mandated by A.O. 98-30 & A.O. 82-37. 03/04

Develop and implement a Community Workforce Program (CWP) automated application for storing data and data reporting. CWP requires a percent of workforce living in the target area of projects to participate on those projects. 03/04

Implementation of an on-line small business re-certification application via DBD website for previously certified firms. 03/04

Implementation of a new GIS application in conjunction with E-Gov's GIS Unit. 03/04

Major enhancements to be implemented that will increase productivity in the areas of the Equitable Distribution Program, Rotation Criteria, BCC Agenda criteria, Living Wage Analysis Report, and Work History criteria. 03/04

Long-term implementation of the Electronic Database Management System (EDMS). 04/05

Contract Review & Compliance Division

Complete proposed amendments to Responsible Wages and Benefits Ordinance that will incorporate the requested changes submitted by various trade unions and administrative staff. Proposed amendment should tighten regulations and as such, strengthen the integrity of the competitive bidding process. 03/04

Monitor the Local Developing Business Certification (LDB) as required by Miami-Dade Aviation Department. 03/04

Business Assistance Division

Develop a registration process for the Community Workforce Program (CWP). 03/04

Provide certification for the Local Development Business (LDB) contractors to participate on concession contracts at the Miami-Dade Aviation Department. 03/04

Amend and update the Certification Procedures Manual for new employees. 03/04

Conduct construction management training sessions with Turner Construction Company and Centex-Rooney Construction Company for CSBE firms. 03/04

Plan and implement an annual conference. 03/04

Provide bi-monthly forums for CSBE firms. 03/04

***Marsha E. Jackman, Director
Department of Business Development***

Organization & Staffing Levels
FUNCTIONAL TABLE ORGANIZATION

OFFICE OF THE DIRECTOR- Marsha E. Jackman- Director

- Provides departmental policy direction and overall administration
- Provides staff support for Minority & Women Advisory and Community and Small Business Enterprise Advisory, and Living Wage Advisory Board
- Monitors County funding for Chamber of Commerce initiatives
- Coordinates the County's Selection Committee Process

Sheri McGriff- Division Director

ADMINISTRATIVE AND FISCAL MANAGEMENT

- Coordinates department budgets, personnel, procurement, accounting, inventory control, management information services
- Researches, develops, compiles, and disseminates quarterly, annual and ad hoc reports
- Tracks and monitors all County change orders (Resolution 754-97)
- Monitors Cone of Silence Ordinance
- Coordinates departmental telecommunications and data technologies.

Teresa Sands- Division Director

PROFESSIONAL SUPPORT SERVICES

- Establishes DBD's appellate enforcement policies and procedures.
- Assists with contract measures analysis and directs monitoring of "Construction Manager at Risk" projects.
- Administers the County's Anti-Discrimination Ordinance to prevent discrimination in contracting, procurement, bonding, and financial services industries.
- Reviews and conducts the comprehensive compliance and administrative hearings.
- Reviews all proposed ordinances and amendments
- Coordinates and administers the County's debarment process.
- Conducts CSBE certification denial hearings.
- Administers Ordinance 98-30, 82-37, and Resolution 1049-93 to ensure compliance with the County's Affirmative Action Plan requirements.
- Administers Administrative Order 3-39 to ensure compliance with the County's Pre-Qualification Certification.

Patricia Thomas- Division Director

BUSINESS ASSISTANCE

- Administers programs that include Management and Technical Assistance (MTA); Bonding and Financial Assistance; and Construction Management Training which benefits the certified Community Small Business Enterprise (CSBE) firms.
- Administers and coordinates the Mentor-Protégé Program which pairs experienced construction contractors with certified CSBE firms in a two-year mentoring relationship.
- Provides forums, workshops and seminars.
- Conducts site visits for certification applicants.
- Certify businesses in accordance with Miami-Dade County Ordinances 94-94; 94-95 and 95-96 and DBE Program.

Betty Alexander- Division Director

BUSINESS AND PROFESSIONAL DEVELOPMENT

- Reviews and analyzes projects for inclusion of contract measures for Community Small Business Enterprise (CSBE), Black/Hispanic/Women Enterprise and Community Work Force Programs.
- Reviews projects with contract measures for pre-award compliance.
- Reviews and analyzes all construction projects in Designated Targeted Area (DTA) for the applicability of a community workforce goal.
- Reviews and approves workforce plans for all projects in which a workforce goal was established.
- Conducts weekly Review Committee meetings to present recommendations of various contract measures on County Projects.
- Reviews and analyzes all Architectural & Engineering (A/E) projects for inclusion of small business participation.
- Provides assistance with bid awards for construction, A/E, commodities and services with measures.
- Reviews changes orders for inclusion of measures.

Sheila Martinez- Division Director

CONTRACT REVIEW AND COMPLIANCE

- Establishes enforcement policies and procedures.
- Enforces Responsible Wages and Benefits and Living Wage Ordinances.
- Enforces compliance of Minority and Women Business Enterprise measures.
- Enforces Community Small Business Enterprise Ordinance.
- Provides assistance with construction bid awards, change orders, bid disputes, and construction dispute resolutions including prompt payment issues on contracts with measures.
- Enforces Community Workforce Program
- Conducts Comprehensive Compliance Reviews.

ORGANIZATION & STAFFING
(DBD Table of Organization)
see excel file attached

MAJOR PROGRAM AND CHANGES IN STAFFING AND ORGANIZATION

Business & Professional Division

One position was added in FY03-04 to the Business and Professional Development Division to provide assistance with the Community Workforce Program initiatives (currently administered by only a coordinator). This position allows for greater efficiency and oversight for a program that requires Countywide outreach, database tracking of workforce participants and the development of policies, procedures and a training component.

Program Change:

Firms certified in the Black/Hispanic/Women Business Enterprise (B/H/WBE) programs to provide commodities and services are classified by North American Industry Classification System (NAICS) and Standard Industry Classification (SIC) only. There is no electronic cross reference of NAICS to commodity codes. Currently, cross referencing is done manually, is time consuming and subject to human error. DBD will create a database system allowing electronic cross referencing of NAICS with the National Institute for Governmental Purchasing (NIGP) commodity codes used for classifying goods, commodities and services, purchased by Miami-Dade County. This major program change will allow B/H/WBE firms to be certified by commodity codes as well as NAICS. The analysis of procurement contracts for measures is enhanced by allowing real time access to the certification database by commodity codes. Departments and user agencies will have easier access and usage to certified firms.

Development of Construction Training component– this addition will be a compliment to the existing CWP by increasing the available pool of skilled workforce needed by contractors in order to meet an established workforce goal under the CWP. Currently, there is a large pool of unskilled laborers and an insufficient amount of skilled workforce available to contractors as expressed by DBD registered workforce organizations, the construction industry and County departments and agencies. To successfully develop and implement this component and further develop and enhance the existing CWP, additional resources are needed to include staffing and access through memberships to construction industry organizations.

Contract Review & Compliance Division

The County has recently begun utilizing the Construction Manager (CM) at Risk method of award for large, multi million dollar construction projects. Some of these projects include the South Terminal Development at the airport; the Performing Arts Center; and the Seaport Redevelopment Program. As the CM-at-Risk began to award their sub trade packages, it became clear that the language in the CM-at-Risk contracts had direct conflicts with some parts of the programs which DBD, specifically CRC, enforces. The most obvious are the prompt payment issues that have surfaced from the utilization of the CM-at-Risk award method. Other areas of

concern to CSBEs are change orders, and participation at the management level and representation when disputes arise.

Considering that the County has awarded over \$1 billion dollars (\$100 million sheltered for CSBEs) in CM-type contracts, it is recommended that the CRC Division be allowed to appropriately staff a unit to specifically address the CM type contracts and their related issues.

Departmental Business Plan and Outlook**Department Name:****Fiscal Years:**

Staffing Levels

Functional Unit	FY 02/03 Budget		FY 03/04 Budget
Directors Division	6		6
Business & Prof. Dev.	19		19
Contract Review & Compliance.	29		29
Admin. & Fiscal M'ment Div	22		22
Professional Support Div.	9		9
Business Assistance Div	20		20
Total	105		105

Departmental Business Plan and Outlook**Department Name:****Fiscal Years:**

Fiscal Environment**Revenues and Expenditures by Fund**

(All Dollars in Thousands)

	Prior Fiscal Year 02/03	Current Fiscal Year 03/04	Projection as of 12/15/2003
Revenues			
General Fund	967,000	948,000	948,000
Inter-Dept chgs	1,439,967		
Certif. Fees	48,950	55,000	55,000
Capital Working Fund	3,536,000	6,870,000	6,870,000
Total	5,991,917	7,873,000	7,873,000
Expense			
Salaries & Fringes	4,874,000	6,269,000	6,269,000
Operating Exes	724,947	524,000	524,000
Outreach Svcs	73,000	600,000	600,000
Rent	252,000	423,000	423,000
Capital	68,000	57,000	57,000
Total	5,991,947	7,873,000	7,873,000

Departmental Business Plan and Outlook

Department Name:

Fiscal Years:

Equity in pooled cash (for proprietary funds only)

Fund/ Subfund	Prior FY __ Beginning Year Actual	Prior FY __ Year- end Actual (Est.)	Current FY __ Year-end Budget
	N/A	N/A	N/A
Total			

Major funding sources, major variances in revenues and expenditures from prior years, and significant in-kind services focused on performance impacts

The FY2003-04 adopted budget for the Department of Business Development is \$7.873 million. Funding is comprised of \$55,000 certification fees, \$6.87 million from the Capital Working Fund, and \$948,000 of general fund support.

The major variances in revenues and expenditures from prior year 2002-03 were:

Budget	Actual	Variance
\$6,472,000	\$5,991,000 *	93%

*Program funding for business assistance initiatives was not fully implemented. Budgeted vacant positions were phased in at the end of the year or not filled until FY03/04.

Business Environment

The Department of Business Development is involved on a daily basis in the activities identified in the preceding narratives; the following reflects some of the quantitative side of these activities for FY 02/03:

Site Visits Accomplished: 4058
Site Interviews Conducted: 4509
Certified Payrolls Reviewed: 1586
Monthly Utilization Reports Reviewed: 2988
Substitution/Deviation Requests: 82 received/64 processed, 18 open
Notices of Violation issued: 172
Public Records Requests: 48
Pre-Bid/Pre-Construction Attended: 142
Payroll Audits Conducted: 631
MUR Audits Issued: 620
Affirmative Action Plans Processed: 1290
Pre-Qualifications Issued: 435
Technical Certifications Processed: 435
Hearings Conducted for Violations of 97-52, 99-44, 90-143: 6
Debarment Requests Reviewed: 5
Debarment Hearings Held: 1
Change Orders Reviewed: 169
A&E Payment Histories Updated: 679
Cone of Silence Reports Generated: 50
Reports Generated for Various Boards: 35
Subcontractor Payment Confirmations: 1779
Number of Projects Reviewed for Measures: 568
Total \$ Reviewed: \$1, 481,000,000
Number of projects to which measures were applied: 341
Total \$ amount for projects with assigned measures: \$125,000,000
Number of Project reviewed for CWP: 48
CWP Measures Applied: 10
Number of Workforce Individuals Identified: 60
Technical & In-house Employee Training Workshops/Seminars: 22

Critical Success Factors

Professional & Support Services Division

Development and implementation of a consolidated database from FoxPro to Oracle for Professional/Technical Services Certification.

Presentation of community workshops in the areas of Affirmative Action plan compliance and Anti-Discrimination in contracting.

Contract Review & Compliance

Ensure integrity of contract award process and departmental objectives through enforcement of ordinance required sanctions to firms found in violation.

Business & Professional Development

Staff will be provided increased knowledge through access to the procurement, construction and Architectural/Engineering industry publications, workshops and memberships.

Administration & Fiscal Development Division

Building employee confidence and competencies through training, workshops and seminars.

Development and implementation of an automated system for user/customer access.

Business Assistance Division

Completion of three construction management training sessions annually for construction contractors.

Annual conference for CSBE firms.

Increase number of certified firms through community outreach and marketing efforts.

Future Outlook

Professional & Support Services Division

- *Coordination of workshops on the County's Affirmative Action Plan requirements*
- *Implementation of a monitoring/review component for Affirmative Action Plans*
- *Coordination of workshops on Ordinance 97-67, Anti-Discrimination in contracting, procurement, bonding, and financial services*
- *Development of Anti-Discrimination complaint packages clearly outlining citizen rights, responsibilities and remedies available*

Business & Professional Development

- *Develop a race and gender neutral program for the acquisition of all commodities and services less than \$50,000.00*
- *Revise the Black/Hispanic/Women program to incorporate a mentor protégé and technical assistance components*

Business Assistance Division

- *Increase number of certified firms in the CSBE program.*
- *Provide additional training sessions for CSBE firms.*
- *Implement marketing strategies for recruitment of CSBE firms interested in working with the County*
- *Increase number of mentoring pairs for the Mentor-Protégé Program*
- *Develop an informational video for certified firms*
- *Develop marketing tools to promote the department, for example, newsletters and departmental brochures*

THE PLAN

Allocate County Government resources in support of activities that increase and diversify jobs and incomes while eliminating socio-economic disparities in underserved areas.

Enable county departments and their service partners to deliver quality customer service.

Expand entrepreneurial development opportunities within Miami-Dade County.

Create a more business-friendly environment in Miami-Dade County.

Attract, develop and retain an effective diverse and dedicated team of employees.

Overview

Our FY 2003 – 04 business plan draws heavily on previously adopted work including the Miami-Dade County Strategic Plan. Miami-Dade County's Strategic Planning initiative is both a plan and a process. The plan provides a framework at a broad Countywide level where we want to go, how we get there, and how we measure our progress along the way. The process ensures increased communications at all levels of County government using consistent terms. These terms were incorporated in the document adopted by the Board.

- Our Countywide *Vision* communicates the community's shared vision for the best possible future for Miami-Dade County government.
- Our Countywide *Mission* statement communicates the role of our government. Miami-Dade County's mission statement is "Delivering excellent public services to address the community's needs and enhance our quality of life".
- Our *Guiding Principles* communicate to all levels of our organization the manner in which we expect all decisions, interactions and activities to be performed.
- Our *Strategic Themes* represent what we consider to be the most significant challenges and opportunities facing Miami-Dade County government.
- We have developed *Goals* across all County Departments. These goals work in conjunction with the priority strategic themes and help guide us towards the desired future.
- For each goal we have defined a desired *Outcome* or set of outcomes that the County must achieve to be successful in accomplishing the goal.

These outcomes are from the customer/community perspective (e.g. quality of service provided, customer satisfaction).

- For each outcome(s), implementing *Strategies* summarize at a broad countywide level the actions that will be taken to achieve the outcome(s).
- *Key Performance Indicators* express the County's intentions from the Strategic Plan. Associated *Key Performance Objectives* assign measurable targets and timelines to the key performance intentions while the *Performance Measure* is the specific unit of measure. Departments may develop *Additional Performance Objectives*.
- *Department Activities, Tasks or Programs* are actions or groups of actions that will be undertaken by a particular department in a specific fiscal year in order to implement a strategy.

As part of the County's Strategic Plan, the Board of County Commissioners endorsed nine priority strategic themes countywide. This Department is primarily supportive of the following strategic themes:

- Facilitate entities doing business with Miami-Dade County.
- Promote the benefits of living wages, etc., to the business community at large.
- Establish comprehensive approach to link training and technical assistance to financing for small and minority businesses.
- Provide regular, on-going workshops throughout the community.
- Coordinate loan and venture capital programs that are structured to address requirement of small businesses.
- Create and process County forms on-line; Improve integration of department and countywide systems; Work with user departments to identify priorities and improve department-specific processes.
- Provide in-house support to departments so that they can promote excellent or superb customer service.
- Develop training opportunities that provide employees and managers with the competencies that result in increased proficiencies, including a department-wide approach.

Supporting these themes are goals and priority outcomes critical to achieving the goals that directly relate to this department. These are provided along with the Department's Tasks, Activities, and Performance Measures for fiscal year 2004.

Department-related Strategic Plan Goals:

- Allocate County Government resources in support of activities that increase and diversify jobs and incomes while eliminating socio-economic disparities in underserved areas.
- Enable county departments and their service partners to deliver quality customer service.

- Expand entrepreneurial development opportunities within Miami-Dade County.
- Expand community employment training programs.
- Create a more business-friendly environment in Miami-Dade County.
- Attract, develop and retain an effective, diverse and dedicated team of employees.
- Capitalize on technology to improve service, increase efficiency and provide greater information access and exchange.

Department-related Strategic Plan Priority Outcomes:

- ES1-1 - Clearly-defined performance and expectations and standards (priority outcome)
- ES2-1 – Coordinated and effective economic and community development programs (priority outcome)
- ED2-4 – Maximization of living wage opportunities for all Miami-Dade County residents
- ED3-1 – Organizations empowered with the technical and management capacity to succeed (priority outcome)
- ED4-2 – Customer-friendly environment for regulated businesses and entities doing business with Miami-Dade County (priority outcome)
- ES5-3 – Motivated, dedicated workforce team aligned with organization priorities (priority outcome)
- ES5-4 – Workforce skills to support County priorities (e.g. customer service, leadership, solving technology, etc.,) (priority outcome)

Departmental Business Plan and Outlook

Department Name:

Fiscal Years:

Goal: *Enable County departments and their service partners to deliver quality customer service*

OutcomeES1-1: Clearly-defined performance expectation and standards (priority outcome)

Strategies:

Develop clearly-defined customer service performance standards and expectations. Develop standardized set of customer tools, including data collection for departmental use and provide in-house support to departments to promote excellent or superb customer service

Key Performance Indicator(s)/Objective(s) (From Strategic Plan):

Satisfaction ratings from service delivery departments

DEPARTMENT PERFORMANCE OBJECTIVE(S)				TASKS/ACTIVITIES/PROGRAMS	OWNERSHIP
DESCRIPTION OF PERFORMANCE MEASURE	PERFORMANCE LEVELS				
	PRIOR FY 02/03	TARGETS			
		FY 03/04	FY 04/05		
Ensure compliance with A.O. 3-39 (Architectural & Engineering firms [A&E]) within 7-10 business days	N/A	90%	90%	1. Update Fox-Pro & Oracle databases with approved Technical Certification categories. 2. Print approved categories list for Technical Certification Committee Chair. 3. Check for called vendor registration. 4. Update Affirmative Action Plan (AAP) expiration dates in applicable database. 5. Print Pre-Qualification Certificates (PQC) for director’s (DBD) approval. 6. Issue PQC certificates to firms.	Division Director, Professional Support Services
Ensure compliance with Ordinance 98-30 & Resolution 1049-93 (firms with annual revenue less than \$5 M) within 3-5 business days	94.2%	95%	95%	1. Update Firm’s AAP information. 2. Review AAP affidavit. 3. Submit exemption letter for director’s (DBD) approval. 4. Issue signed one-year AAP exemption letter to firm.	Division Director, Professional Support Services
Ensure compliance with Ordinance 98-30, Resolution 1049-93, & A.O. 3-39 (firms with annual revenue greater than \$5 M) within 7-10 business days	94.2%	95%	95%	1. Update firm AAP information. 2. Review key AAP components for compliance including declaration policy, recruitment and procurement policies, affidavit, grievance procedures, and statistical workforce analysis. 3. Forward documentation letter to firm, indicating paperwork incompleteness, if necessary. 4. Check PQC database for technical services certification expiration date in accordance with A.O. 3-39. 5. Issue approval or denial letter to firm.	Division Director, Professional Support Services
Ensure compliance with Ordinance 82-37 & A.O. 3-39 (A&E) within 7-10 business days	N/A	90%	90%	1. Update firm AAP information in database. 2. Review key AAP components for compliance including declaration policy, recruitment and procurement policies, affidavit, grievance procedures, and statistical workforce analysis. 3. Forward documentation letter to firm, indicating paperwork incompleteness, if necessary. 4. Check PQC database for technical services certification expiration date in accordance with A.O. 3-39. 5. Issue consolidated AAP & PQC approval or denial letter to firm.	Division Director, Professional Support Services

Departmental Business Plan and Outlook

Department Name:

Fiscal Years:

Goal: <i>Enable County departments and their service partners to deliver quality customer service</i>					
Outcome ES1-1: Clearly-defined performance expectation and standards (priority outcome)					
Strategies: <i>Develop clearly-defined customer service performance standards and expectations. Develop standardized set of customer tools, including data collection for departmental use and provide in-house support to departments to promote excellent or superb customer service</i>					
Key Performance Indicator(s)/Objective(s) (From Strategic Plan): <i>Satisfaction ratings from service delivery departments</i>					
DEPARTMENT PERFORMANCE OBJECTIVE(S)				TASKS/ACTIVITIES/PROGRAMS	OWNERSHIP
DESCRIPTION OF PERFORMANCE MEASURE	PERFORMANCE LEVELS				
	PRIOR FY 02/03	TARGETS			
		FY 03/04	FY 04/05		
Conduct three community workshops on the County’s AAP requirements	N/A	3	3	1. Reach firms by advertising through flyers, outreach activities to encourage participation. 2. Advertise workshops.	Division Director, Professional Support Services
Conduct three community workshops on the county’s anti-discrimination Ordinance (97-67) in construction, procurement, bonding and financial service industries	N/A	3	3	1. Reach firms by advertising through flyers, outreach activities to encourage participation. 2. Advertise workshops.	Division Director, Professional Support Services

Departmental Business Plan and Outlook

Department Name:

Fiscal Years:

Goal: *Enable County departments and their service partners to deliver quality customer service*

Outcome ES1-1: Clearly-defined performance expectation and standards (priority outcome)

Strategies:

Develop clearly-defined customer service performance standards and expectations. Develop standardized set of customer tools, including data collection for departmental use and provide in-house support to departments to promote excellent or superb customer service

Key Performance Indicator(s)/Objective(s) (From Strategic Plan):

Satisfaction ratings from service delivery departments

DEPARTMENT PERFORMANCE OBJECTIVE(S)					
DESCRIPTION OF PERFORMANCE MEASURE	PERFORMANCE LEVELS				
	PRIOR FY 02/03	TARGETS			
		FY 03/04	FY 04/05		
TASKS/ACTIVITIES/PROGRAMS				OWNERSHIP	
Complete construction pre-award compliance reviews within 3 days	3.75	3	3	1. Continue to process and track pre-award compliance reviews to reduce turn-around time. 2. Implement workshops to increase dissemination of information to bidders and departments so that they are informed and updated of program components.	Div. Director, Business & Professional Development
Complete procurement compliance reviews within 8 days	8	8	8	1. Continue to process and track pre-award compliance reviews to reduce turn-around time. 2. Implement workshops to increase dissemination of information to bidders and departments so that they are informed and updated of program components.	Div. Director, Business & Professional Development
Complete compliance reviews of A&E contracts within 12 days	14	12	10	1. Continue to process and track pre-award compliance reviews to reduce turn-around time. 2. Implement workshops to increase dissemination of information to bidders and departments so that they are informed and updated of program components.	Div. Director, Business & Professional Development
Complete review of the firm’s workforce plan within 10 days	N/A	10	10	1. Continue to process and track pre-award compliance reviews to reduce turn-around time. 2. Implement workshops to increase dissemination of information to bidders and departments so that they are informed and updated of program components.	Div. Director, Business & Professional Development
Analyze construction , procurement and A&E projects to apply CSBE, B/H/W, CBE and CWP goals and measures as applicable within 10 days	10.25	9	8	1. Develop and maintain accessibility to departmental and external business sources for input that will assist in completing pre-award reviews and analyses of County contracts.	Div. Director, Business & Professional Development

Departmental Business Plan and Outlook

Department Name:

Fiscal Years:

Goal: *Enable County departments and their service partners to deliver quality customer service*

Outcome ES1-1: Clearly-defined performance expectation and standards (priority outcome)

Strategies:

Develop clearly-defined customer service performance standards and expectations. Develop standardized set of customer tools, including data collection for departmental use and provide in-house support to departments to promote excellent or superb customer service

Key Performance Indicator(s)/Objective(s) (From Strategic Plan):

Satisfaction ratings from service delivery departments

DEPARTMENT PERFORMANCE OBJECTIVE(S)				TASKS/ACTIVITIES/PROGRAMS	OWNERSHIP
DESCRIPTION OF PERFORMANCE MEASURE	PERFORMANCE LEVELS				
	PRIOR FY 02/03	TARGETS			
		FY 03/04	FY 04/05		
Checklist review (SOI Affidavit) within 2 days	N/A	2	2	1. Attend bid opening. 2. Perform preliminary review of all Schedule of Intent Affidavit (SOI) on site. 3. Perform SOI review to determine responsiveness to SOI. 4. Complete SOI checklist and forward determination to firm. 5. When SOI reviews are completed, forward responsiveness determination to department.	Div. Director, Business & Professional Development
Issue surveys to 80-100% of DBD customers which include users departments and organizations	N/A	80%	90%	1. Develop survey for electronic medium (e-mail or website) to ensure easy access to documents 2. Institute a campaign to encourage user departments/organizations to participate.	Div. Director, Business & Professional Development
Conduct four (4) workshops for bidders	N/A	4	4	1. Develop presentation materials and coordinate timelines. 2. Utilize survey data for bidder feedback.	Div. Director, Business & Professional Development

Departmental Business Plan and Outlook

Department Name:

Fiscal Years:

Goal: <i>Attract, develop and retain an effective, diverse and dedicated team of employees</i>					
Outcome ES5-3: Motivated, dedicated workforce team aligned with organizational priorities (priority outcome)					
Strategies: <i>Develop training opportunities that provide employees and managers with the competencies that result in increased Proficiencies, including a department wide training approach.</i>					
Key Performance Indicator(s)/Objective(s) (From Strategic Plan): <i>Lower staff turnover and increase employee satisfaction</i>					
DEPARTMENT PERFORMANCE OBJECTIVE(S)					
DESCRIPTION OF PERFORMANCE MEASURE	PERFORMANCE LEVELS				
	PRIOR FY 02/03	TARGETS			
		FY 03/04	FY 04/05_		
				TASKS/ACTIVITIES/PROGRAMS	OWNERSHIP
Standardize Enforcement Strategies	N/A	75%	100%	1. Write Training Manual for the CO2 position. 2. Set up and conduct Cross Training seminars for the rest of the department. 3. Establish position for the monitoring and enforcement of the CM at Risk type projects.	Division Director, Contract Review & Compliance

Departmental Business Plan and Outlook

Department Name:

Fiscal Years:

Goal: *Enable County departments and their service partners to deliver quality customer service*

Outcome ES1-1: Clearly-defined performance expectation and standards (priority outcome)

Strategies:

Develop clearly-defined customer service performance standards and expectations. Develop standardized set of customer tools, including data collection for departmental use and provide in-house support to departments to promote excellent or superb customer service

Key Performance Indicator(s)/Objective(s) (From Strategic Plan):

Satisfaction ratings from service delivery departments

DEPARTMENT PERFORMANCE OBJECTIVE(S)				TASKS/ACTIVITIES/PROGRAMS	OWNERSHIP
DESCRIPTION OF PERFORMANCE MEASURE	PERFORMANCE LEVELS				
	PRIOR FY 02/03	TARGETS			
		FY 03/04	FY 04/05		
Reach 100% desired level of site visits	831 per quarter	1080 per quarter	1080 per quarter	1. Maintain staffing level to ensure adequate presence on sites of construction and procurement projects.	Division Director, Contract Review & Compliance
Conduct comprehensive audits once per year for every open (active) project for those projects with measures.	140*	80%	85%	1. Conduct Site Visits and Interviews for every active project. 2. Review MURs for every active project. 3. Conduct MUR Audits for every firm meeting a goal on projects with measure. 4. Conduct follow up investigations when above actions necessitate as such (mediation meetings, wage analysis, office audits, contract compliance reviews [CCRs])	Division Director, Contract Review & Compliance
Conduct comprehensive audits once per year for every open (active) project for those projects with wage requirements	138*	80%	85%	1. Conduct Site Visits and Interviews for every active project 2. Review payrolls for every firm participating on each active project 3. Audit payrolls of every firm participating on each active project 4. Conduct follow up investigations when above actions necessitate as such: (mediation meetings, wage analysis, office audits, CCRs)	Division Director, Contract Review & Compliance

* FY 02/03 numbers include multiple audits that were conducted on the same firm during the fiscal year.

Departmental Business Plan and Outlook

Department Name:

Fiscal Years:

Goal: <i>Create a more business-friendly environment in Miami-Dade County</i>					
Outcome ED4-2: Customer-friendly environment for regulated businesses and entities doing business with Miami-Dade County (priority outcome)					
Strategies: <i>Facilitate entities doing business with Miami-Dade County</i>					
Key Performance Indicator(s)/Objective(s) (From Strategic Plan): <i>80% of businesses satisfied with the County's business processes within two years</i>					
DEPARTMENT PERFORMANCE OBJECTIVE(S)				TASKS/ACTIVITIES/PROGRAMS	OWNERSHIP
DESCRIPTION OF PERFORMANCE MEASURE	PERFORMANCE LEVELS				
	PRIOR FY 02/03	TARGETS			
		FY 03/04	FY 04/05		
Increase Community Small Business Enterprises to 450 by the end of FY 03/04	401	450	500	Continue outreach efforts through meetings, seminars and training to encourage growth and continuous participation in the CSBE program.	Division Director, Business Assistance
Provide comprehensive, phased-in financial assistance to CSBE firms	15%	50%	75%	1. Determine financial needs and credit-worthiness of firms. 2. Implementation of the Expedited Payment Process to assist qualified firms with mobilization costs. 3. Partner with financial institutions to assist firms in obtaining Lines of Credit. 4. Provide assistance to firms that fail to meet financial requirements.	Division Director, Business Assistance
Increase number of new firms bonded	15	45	50	1. Prepare list of prospective companies needing bonding. 2. Initiate outreach efforts and set up appointments for interviews. 3. Review and assist in the completion of application packages. 4. Send completed applications with cover letter to bonding agent(s).	Division Director, Business Assistance
Approve applications for all re-certifications within 12 days	11	12*	12*	1. Develop and implement training manual for staff that effectively standardizes processes for all certification functions. 2. Maintain staffing level to ensure rapid review of new certification applications.	Division Director, Business Assistance
Approve applications for all new certifications within 18 days	18	18	18	1. Develop and implement training manual for staff that standardizes processes for all certification functions. 2. Maintain staffing level to ensure rapid review of new certification applications.	Division Director, Business Assistance

*Turnaround days will increase for FY 03/04 because site visits have been added to the recertification process

Departmental Business Plan and Outlook

Department Name:

Fiscal Years:

Goal: *Attract, develop and retain an effective, diverse and dedicated team of employees*

Outcome ES5-4: Workforce skills to support County priorities in customer service and leadership (priority outcome)

Strategies:

Develop training opportunities that provide employees and managers with the competencies that result in increased proficiencies, including countywide training approaches that includes training at personal, work unit, department levels and incorporating training as part of daily work

Key Performance Indicator(s)/Objective(s) (From Strategic Plan):

80-100% of employees who believe that training received helped their job performance

DEPARTMENT PERFORMANCE OBJECTIVE(S)				TASKS/ACTIVITIES/PROGRAMS	OWNERSHIP
DESCRIPTION OF PERFORMANCE MEASURE	PERFORMANCE LEVELS				
	PRIOR FY 02/03	TARGETS			
		FY 03/04	FY 04/05		
Conduct in-house personnel workshops	22	25	25	Collaborate with Employee Relation Department, DBD Management staff & external entities to determine appropriate workshop topics. Develop employee manuals and presentation materials. Increase current level of training and professional development for staff through technical training, conferences and workshops.	Division Director, Admin. & Fiscal Mgt.
Develop and complete a DBD comprehensive reference guide/manual for certified firms/ vendors and other County departments	N/A	50%	100%	Gather and compile ordinances, Administrative Orders, policies and procedures. Convene in-house meetings to consolidate and finalize. Disseminate reference guides/manuals.	Division Director, Admin. & Fiscal Mgt.
Develop and complete a more comprehensive, in-house uniformed training procedures manual	N/A	75%	100%	Divisional staff develops or updates procedures for operational staff. Convene in-house meetings to consolidate procedures and policies into a department-wide manual.	Division Director, Admin. & Fiscal Mgt.

Departmental Business Plan and Outlook

Department Name:

Fiscal Years:

Goal: Capitalize on technology to improve service, increase efficiency and provide greater information access and exchange

Outcome ES4-6: County processes improved through information technology (priority outcome)

Strategies:

Create & process County forms on-line; Improve integration of department and Countywide systems; Work with department to identify priorities to improve department-specific processes

Key Performance Indicator(s)/Objective(s) (From Strategic Plan):

\$'s saved through information technology investments

DEPARTMENT PERFORMANCE OBJECTIVE(S)				TASKS/ACTIVITIES/PROGRAMS	OWNERSHIP
DESCRIPTION OF PERFORMANCE MEASURE	PERFORMANCE LEVELS				
	PRIOR FY 02/03	TARGETS			
		FY 03/04	FY 04/05		
Develop & Implement a new Violation Tracking System	N/A	100%	N/A	Analyze/Design/Develop/Implement a new application that will keep track of the violations of firms by ordinance project and contract. Modification of the current DBD database structure will be required. Maintain/Enhance application after implementation.	Division Director, Admin. & Fiscal Mgt.
Develop & Implement the MDAD Local Development Business Program (LDB)	N/A	100%	N/A	Analyze/Design/Develop/Implement a new module for the current DBD Oracle system in order to adhere to a new mandate per MDAD specifications. Modification of reports will be required.	Division Director, Admin. & Fiscal Mgt.
Convert the Affirmative Action Plan program from APPROACH system to ORACLE database	N/A	100%	N/A	Analyze/Design/Develop/Implement a new application which will keep track of the Affirmative Action Plan as required of firms based on A.O. 98-30 & A.O. 82-37. Maintain/Enhance application after implementation.	Division Director, Admin. & Fiscal Mgt.
Analyze & design the Community Workforce Program application (Includes GIS Interface)	N/A	100%	N/A	Analyze/Design/Develop/Implement a new application for a mandate which will require a percentage of the workforce living in the target area of a project to participate in the said project. Maintain/Enhance application after implementation.	Division Director, Admin. & Fiscal Mgt.
Develop and add the New Equitable Distribution Program rotation criteria to the EDP program	N/A	100%	N/A	Analyze/Design/Develop/Implement an application to incorporate new rotation code. Modification of EDP reports as necessary.	Division Director, Admin. & Fiscal Mgt.
BCC Agenda	N/A	100%	N/A	Analyze/Design/Develop a new process for the production of the BCC Agenda Report for the Minority Business Unit in order to increase productivity. Modification of the database structure as required.	Division Director, Admin. & Fiscal Mgt.

Departmental Business Plan and Outlook

Department Name:

Fiscal Years:

Living Wage Analysis Report	N/A	100%	N/A	Analyze/Design/Develop a new report for CRC's use as per functional specifications. Modify the database structure as required. Use of new report will increase CRC's productivity. Maintain/Enhance application after implementation.	<i>Division Director, Admin. & Fiscal Mgt.</i>
Work History Report - New Criteria	N/A	75%	100%	Analyze/Design/Develop new Work History Report as per new functional specifications and incorporate into DBD Oracle System.	<i>Division Director, Admin. & Fiscal Mgt.</i>
Expedited Payment Program	N/A	100%	N/A	Analyze/Design/Develop new application which will track payments to firms at the beginning of an awarded project. Small firms will be able to use these funds to get started.	<i>Division Director, Admin. & Fiscal Mgt.</i>
Pre-Qualification Conversion (MS Access to Oracle)	N/A	N/A	100%	Analyze/Design/Develop new Pre-Qualification procedures currently entered into separate MS Access database into DBD's Oracle database. Modification of database structure as required.	<i>Division Director, Admin. & Fiscal Mgt.</i>
Interface DBD Oracle NAICS codes with ADPICS Commodity codes	N/A	100%	N/A	Analyze/Design/Develop new interface so that DBD's Oracle system can generate ADPICS Commodity Codes. Database structure changes and report modification will be required.	<i>Division Director, Admin. & Fiscal Mgt.</i>
EDMS - Electronic Data Management System	N/A	N/A	50%	Analyze/Design/Develop an Imaging system so DBD staff can access all file items electronically instead of keeping hard files and documents.	<i>Division Director, Admin. & Fiscal Mgt.</i>